



CITY OF SAN DIEGO
M E M O R A N D U M

DATE: January 17, 2007

TO: Honorable Mayor Jerry Sanders and Honorable City Council Members

FROM: Wendi S. Brick, Customer Services Department Director

SUBJECT: ON LINE SERVey RESULTS - JUNE 2006

In June 2006, an online customer satisfaction survey (SERVey) was conducted to provide residents with an opportunity to share feedback about their opinion on City services. Over 1300 responses were received.

Please take a moment to recognize the individuals in the following programs and departments for receiving the most favorable ratings of their customer service efforts, including: art and cultural programs, quality of housing, quality of fire-rescue services, and trash and recycling collection services.

While other areas were identified as being less favorable, we can use this feedback as further support of our focused efforts to improve public opinion in these areas.

- The City's past handling of finances and assets, and
- Previous Ethics and integrity in City government.

Two other issues that were identified as needing improvement were the

- Affordability of housing, and
- Maintenance of streets.

Attached is the overall report on the SERVey data. If you have any questions, or would like to discuss these results further, please feel free to contact me at 619.236.6312.

Wendi S. Brick
Director, Customer Services Department

Attachment: 1. SERVey Report - June 2006



CITY OF SAN DIEGO
Customer Services Department
On-line Resident SERvey
June 2006

Preliminary DRAFT Report Prepared by:
Marcia K. Samuels, Customer Services
Bennett Lewis, Business Office
Sofia Aguilar, Customer Services
August 23, 2006

Submitted by:
Wendi S. Brick, Customer Services
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INTRODUCTION

Consistent with Mayor Jerry Sanders' goals of openness, transparency and engaging the public in governance, the Customer Services Department, the Business Office and the Office of the CIO developed the first on-line resident survey. The intent of the survey, named the *On-line Resident SERVey*, is to provide an opportunity for residents and other interested parties to share feedback about their satisfaction with the services they receive from the City of San Diego. The results represent a broad overview of resident satisfaction and allow City staff to track satisfaction trends.

The City's Home Page receives approximately 1,000,000 visitors per month. Staff felt this provided an opportunity for resident feedback that was being underutilized. In addition, an on-line instrument, combined with the ability to administer a survey "event" relatively frequently, is very cost effective. The event will occur by posting the survey on the City's Home Page for a one-month period annually.

The *On-line Resident SERVey* is a key component of the City's Customer Service Initiative. The Mayor is working to create more efficient and effective service delivery and operations, and is committed to obtaining ongoing input from the residents the City serves. Over time and with increased advertising and participation, this survey will become one of the sources for customer/resident feedback and will assist the Mayor track progress on his reforms. This SERVey can help the City to benchmark improvements, as multiple cycles of results can be compared over several years. In addition, it is available to non-city residents, including visitors. The responses of this population will provide additional information unavailable in past surveys.

SURVEY DEVELOPMENT AND METHODOLOGY

Beginning in Fiscal Year 1995 and ending in Fiscal Year 2004, the City of San Diego surveyed 600 randomly-selected residents by telephone. The survey was conducted by a private third-party vendor and when the contract ended, it was not renewed.

The primary source for the questions asked in the June 2006 *On-line Resident SERVey* was from the previously administered telephone survey. The questions were adapted for on-line presentation. Some questions were removed, and new questions were added to address the current issues within the City of San Diego. The Mayor's Executive Management Team provided input, ensured the questions focused on the most relevant and important services, and approved the questions before they were posted.

Though many of the questions are similar, the *On-line Resident SERVey* differs from the telephone survey of previous years in numerous ways. While the telephone survey randomly selected City residents (who own a telephone), the *On-line Resident SERVey* was completed by people who were already visiting the City's website, or who received

the announcement regarding the survey via e-mail, CityTV 24, City department websites, various service counters or word-of-mouth. **Accordingly because of these changes, there is a significant difference between these two methods and the results are not directly comparable.**

It is important to understand that the people who responded to the *On-line Resident SERVey* chose to complete the survey. Respondents were most likely actively browsing the City's website for some other reason, and decided to express their voice via the *SERVey*. Some people visited the City's website only to complete the *SERVey*. What this means is that the *On-line Resident SERVey* represents a more active voice of City residents, or of residents more actively interested in City services. The previous random telephone survey represented a much more passive voice of San Diego residents, as residents were randomly called at their home and asked to complete the survey, whether or not they felt an active interest in City government or its services.

Therefore, while earlier telephone surveys may be more statistically accurate in assessing the passive satisfaction of the larger population, the *On-line Resident SERVey* more accurately assesses the passion of City residents towards the City of San Diego and the services it provides. Furthermore, because of the number of participants in the *On-line Resident SERVey* versus the phone survey, no one voice (or "squeaky wheel") is over-represented in the dialogue.

DELIVERY TIMELINE

June 1, 2006, 10:00 A.M.

The *On-line Resident SERVey* goes live on the City of San Diego's Home Page.

Week 1

The City's Home Page contained a prominent "Special Feature" box promoting the SERVey.

A "button" for the SERVey was also added to the Home Page, on the right side under the Mayor's picture.

The SERVey was announced to customers at all City service counters.

CityTV 24 starts to advertise the SERVey.

Week 2

The prominent "Special Feature" box was removed from the Home Page.

The City's Home Page "Web Feature" continued to promote the SERVey.

Weeks 3 & 4

"Web Feature" no longer featured the SERVey.

"Button" on the right side under the Mayor's picture remained on the City's Home Page.

June 30, 2006, 5:00 P.M.

All links, button, and other references were removed from the City's website.

The SERVey itself was disabled and the data set closed.

SURVEY QUESTIONS

The SERVEy consisted of 39 questions total. Participants were requested to submit one survey per household. The sole demographic question was: Where [in which district] do you reside? No other demographic information, such as age, income level, etc., was collected to help ensure participants their responses were anonymous and confidential. There was a map to assist with the selection of the Council District, and survey participants were given a phone number for the Customer Services Department for anyone that needed the survey in an alternative format. The demographic question, which was the only *mandatory* question on the survey, was on a drop-down menu that had eleven response options.

Where do you reside?

District 1 — Council President Scott Peters
District 2 — Council Member Kevin Faulconer
District 3 — Council Member Toni Atkins
District 4 — Council President Pro Tem Tony Young
District 5 — Council Member Brian Maienschein
District 6 — Council Member Donna Frye
District 7 — Council Member Jim Madaffer
District 8 — Council Member Ben Hueso
None of the above, but I live in San Diego County.
None of the above, I am a visitor.
Don't know

The remaining 38 questions consisted of a list of City services and other areas of interest. Respondents were asked to rate each area as “very satisfied,” “satisfied,” “neutral,” “dissatisfied,” “very dissatisfied,” or “don’t know.” The areas of interest were presented in five categories that corresponded to the City’s four core functional areas, and the fifth category included topics of city-wide interest.

CITY SERVICES AND PROGRAMS:

Land Use and Economic Development

The condition of City-owned buildings in San Diego.
The quality of housing in your neighborhood.
The affordability of housing in San Diego.
Efforts to keep streets and private property free of abandoned cars, junk, trash and debris.
The City's efforts to control and remove graffiti.
Efforts to attract business to San Diego.
Efforts to retain business in San Diego.
The process for obtaining construction permits.

Neighborhood and Customer Services

The level of customer service you receive from City employees.
The quality of parks and recreation services (which includes youth and senior programs, aquatics, sports, summer day camps, etc.).
The quality of parks and recreational facilities.
Art and cultural programs available (museums, performances, exhibitions and festivals including music, visual art, theater, dance, opera, poetry readings, science and history).
Quality of City library services.
Quality of City library facilities.
Level of technology available at City libraries.

Public Safety

Overall quality of police services provided by the police department.
Overall quality of fire-rescue services provided by the fire department.
The City's fire prevention program which includes weed abatement and fire inspections of buildings and property.
Ambulance services and emergency medical services provided by the fire department.
The lifeguard services efforts in the area of beach and water safety.
San Diego's Homeland Security initiatives.
The City's emergency preparedness.
Family Justice Center efforts in the area of providing support services for victims of domestic violence.

Public Works

The taste, color, and odor of the City drinking water you receive.
The maintenance of sidewalks in the City.
The maintenance of San Diego streets.
The maintenance of landscaping and trees on City streets.
The quality of street sweeping in the City.
The traffic flow on major streets (NOT including highways and freeways) in San Diego.
Efforts to control beach and ocean pollution.
Residential trash and recycling collection services.

Overall City Government

The City's handling of finances and management of assets.
The level of ethics and integrity in City government.
The new “strong mayor” form of government.
The openness and transparency of Mayor Sanders' administration.
Mayor Sanders is focusing on the right issues in San Diego.
Usefulness of the City of San Diego website.
Your overall level of satisfaction with City services.

After completion and submission of the survey, participants received an electronic confirmation message from the Mayor, and were given the opportunity to sign up for the Mayor's e-mail updates.

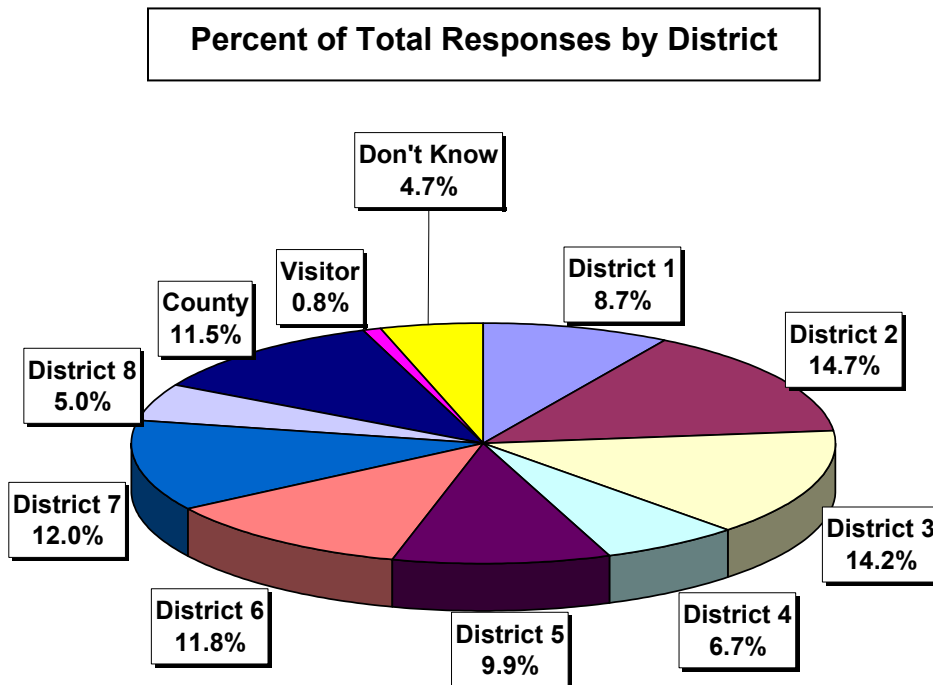
RESULTS

It is important to note that because this is the first administration of the *On-line Resident SERVey*, these results establish a baseline. Without data from a previous survey for comparison, the interpretation of these results is limited. All survey results have been rounded to $\pm 1\%$ for charting consistency in this report.

SERVey Demographics

There were 1,307 people who responded to the *On-line Resident SERVey*.

Of those 1,307, each district accounted for approximately 10% of the responses, where Districts 2 and 3 had the highest number of respondents at 14.7% and 14.2% respectively. Excluding the “visitors” category (0.8%), District 8 had the lowest number of respondents with 5.0%. 11.5% of the respondents indicated that they were San Diego County residents, and 4.7% of the respondents said they “don’t know” which district they live in.



SERvey Question Responses

The results have been organized into three Chart Groups.

- 1) **Chart Group 1** consists of three charts displaying overall SERvey results, with “very satisfied” and “satisfied” responses combined into one category named “satisfied”, and “very dissatisfied” and “dissatisfied” responses combined into one category named “dissatisfied”.
 - a) Overall results sorted by question order
- 2) **Chart Group 2** consists of five charts displaying results by the City’s functional areas, including “very satisfied” and “very dissatisfied” detail, sorted by question order.
 - a) Land Use & Economic Development
 - b) Neighborhood & Customer Services
 - c) Public Safety
 - d) Public Works
 - e) Overall City Government
- 3) **Chart Group 3** consists of nine charts displaying SERvey results for each of the eight City Council districts, sorted by question order, plus one for San Diego County residents. These results are presented like Chart (1a), with “very satisfied” and “satisfied” responses combined into one category named “satisfied”, and “very dissatisfied” and “dissatisfied” responses combined into one category named “dissatisfied”.

In each graph, many of the questions are displayed in an abbreviated form. Please refer to page 6 for the full question text.

Summary of Results for Chart Group 1, Overall SERvey Results

Chart 1a displays the results in the same question order that was posted on the actual on-line survey.

The four areas ranked highest in satisfaction are:

- Art and cultural programs (62%)
- Quality of housing in your neighborhood (61%)
- Quality of fire-rescue services (60%)
- Trash and recycling collection services (60%)

The four areas ranked greatest in dissatisfaction are:

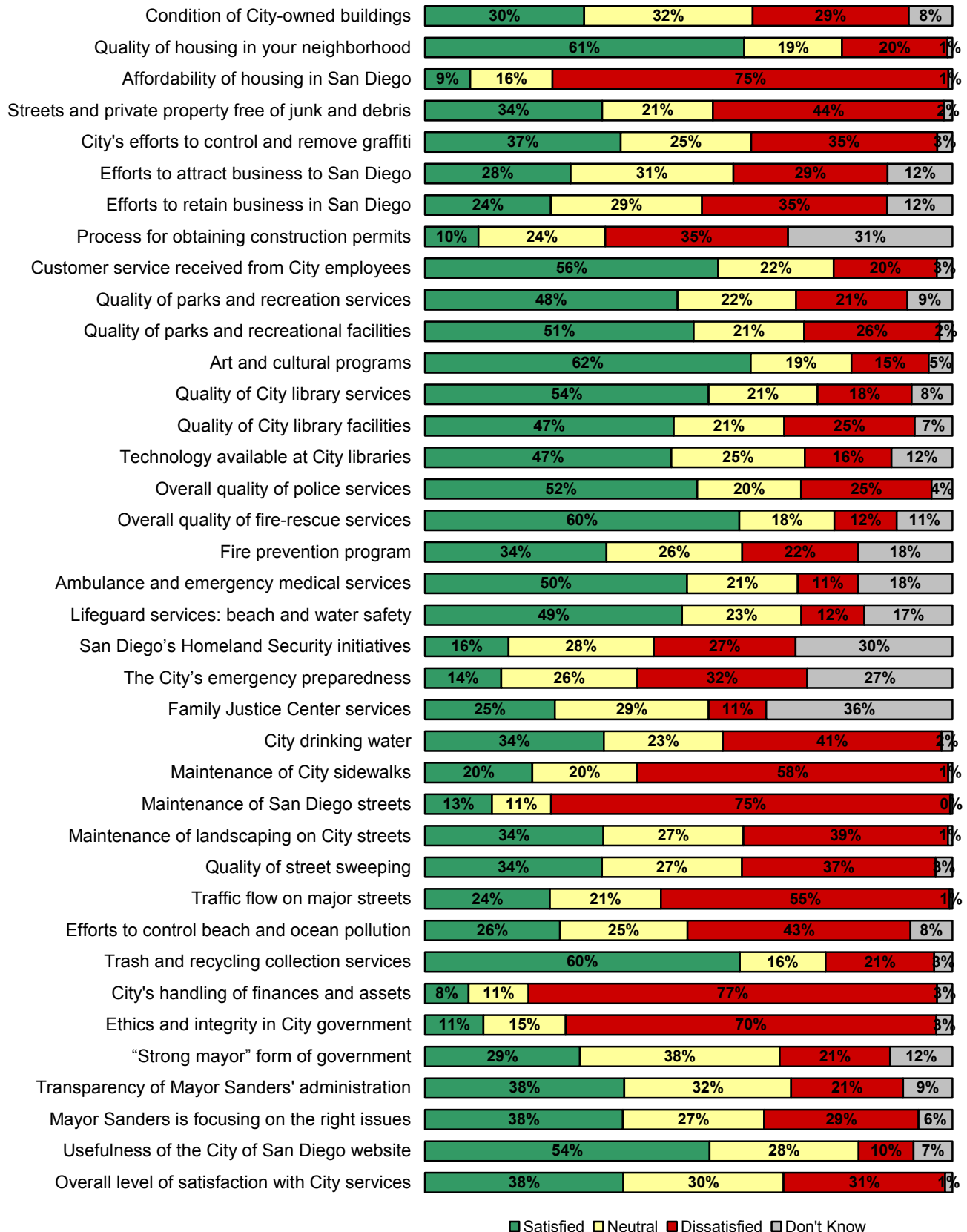
- City's handling of finances and assets (77%)
- Affordability of housing in San Diego (75%)
- Maintenance of San Diego streets (75%)
- Ethics and integrity in City government (70%)

Satisfaction with the new “strong mayor” form of government received the most “neutral” responses (38%).

The four areas with the highest “don’t know” responses are:

- Family Justice Center services (36%)
- Process for obtaining construction permits (31%)
- San Diego’s Homeland Security initiatives (30%)
- The City’s emergency preparedness (27%)

Chart 1a. Overall SERvey Results, Sorted by Question Order



Summary of Results for Chart Group 2, Operational Group SERvey Results

The results in Chart Group 2 have been generated to provide the Mayor's Executive Team, specifically the Deputy Chief Operating Officers, a more detailed breakdown of the responses for their Operational Groups. While the charts in Chart Groups 1 and 3 combine "very satisfied" and "satisfied" responses as well as "dissatisfied" and "very dissatisfied" responses, the charts in group 2 do not. Because of the greater detail in Chart Group 2, these charts are considered more precise than the charts in groups 1 and 3. However, this precision is only marginal, and does not affect the overall validity of interpretation.

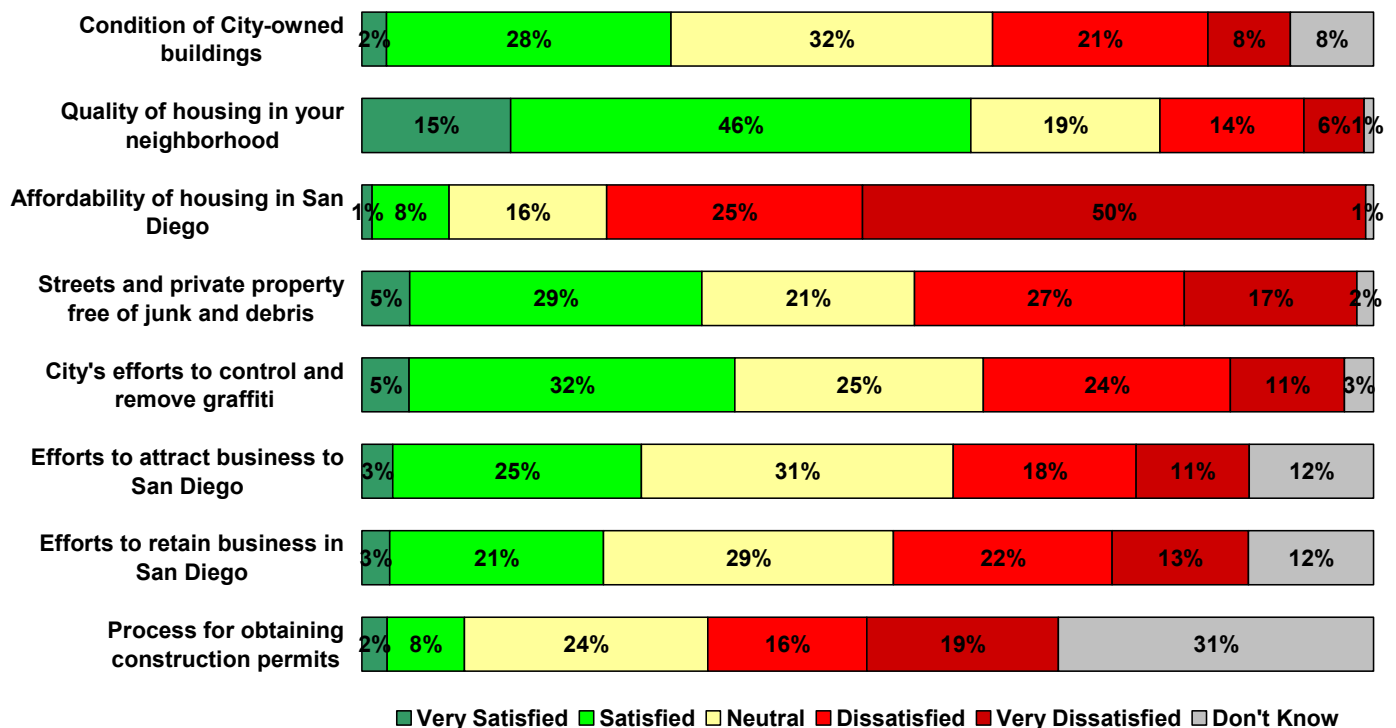
Chart 2a. Land Use & Economic Development SERvey Results, Sorted by Question Order

The area that was ranked highest in satisfaction among the questions pertaining to Land Use & Economic Development was “Quality of housing in your neighborhood.”

The area that was ranked greatest in dissatisfaction was “Affordability of housing in San Diego.”

The area for which more residents reported “don’t know,” was “Process for obtaining construction permits.”

For the areas of “Quality of housing in your neighborhood” and “Affordability of housing in San Diego” very few residents responded “don’t know,” meaning that virtually everyone had an opinion.



**Chart 2b. Neighborhood & Customer Services SERvey Results,
Sorted by Question Order**

The area that was ranked highest in satisfaction among the questions pertaining to Neighborhood & Customer Services was “Art and cultural programs.”

The area that was ranked greatest in dissatisfaction was “Quality of parks and recreational facilities.”

The area for which most residents reported “don’t know” was “Technology available at City libraries.”

It should be noted that every area ranked for the Neighborhood & Customer Services operational group received greater than 45% satisfaction.

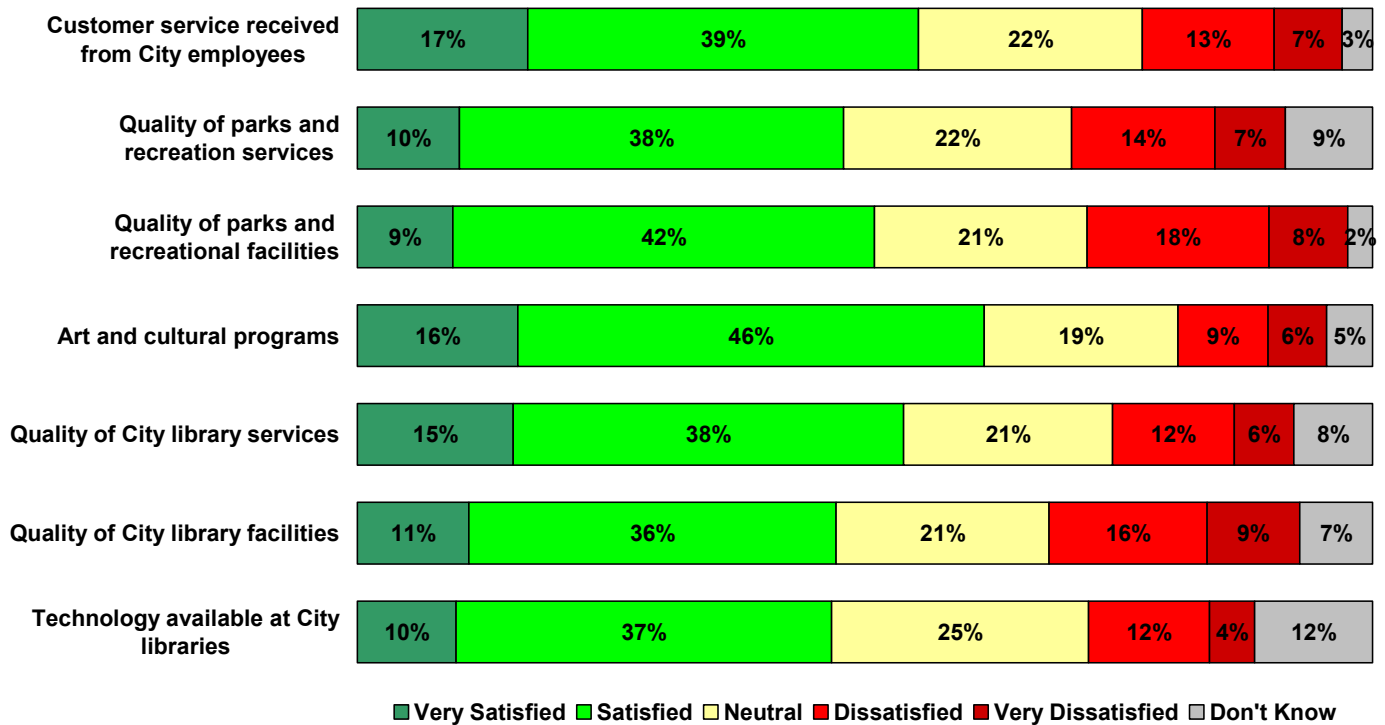
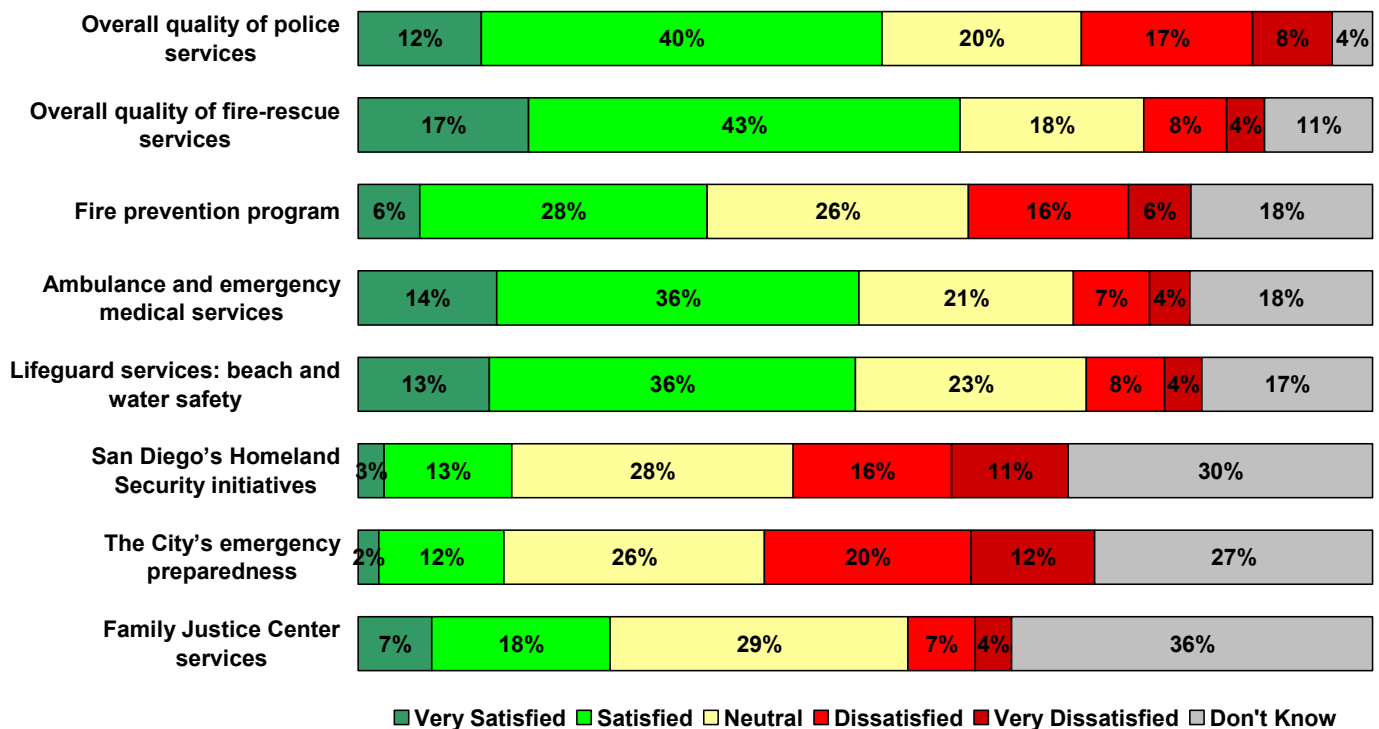


Chart 2c. Public Safety SERvey Results, Sorted by Question Order

The area that was ranked highest in satisfaction among the questions pertaining to Public Safety was “Overall quality of fire-rescue services.”

The area that was ranked greatest in dissatisfaction was “The City’s emergency preparedness.”

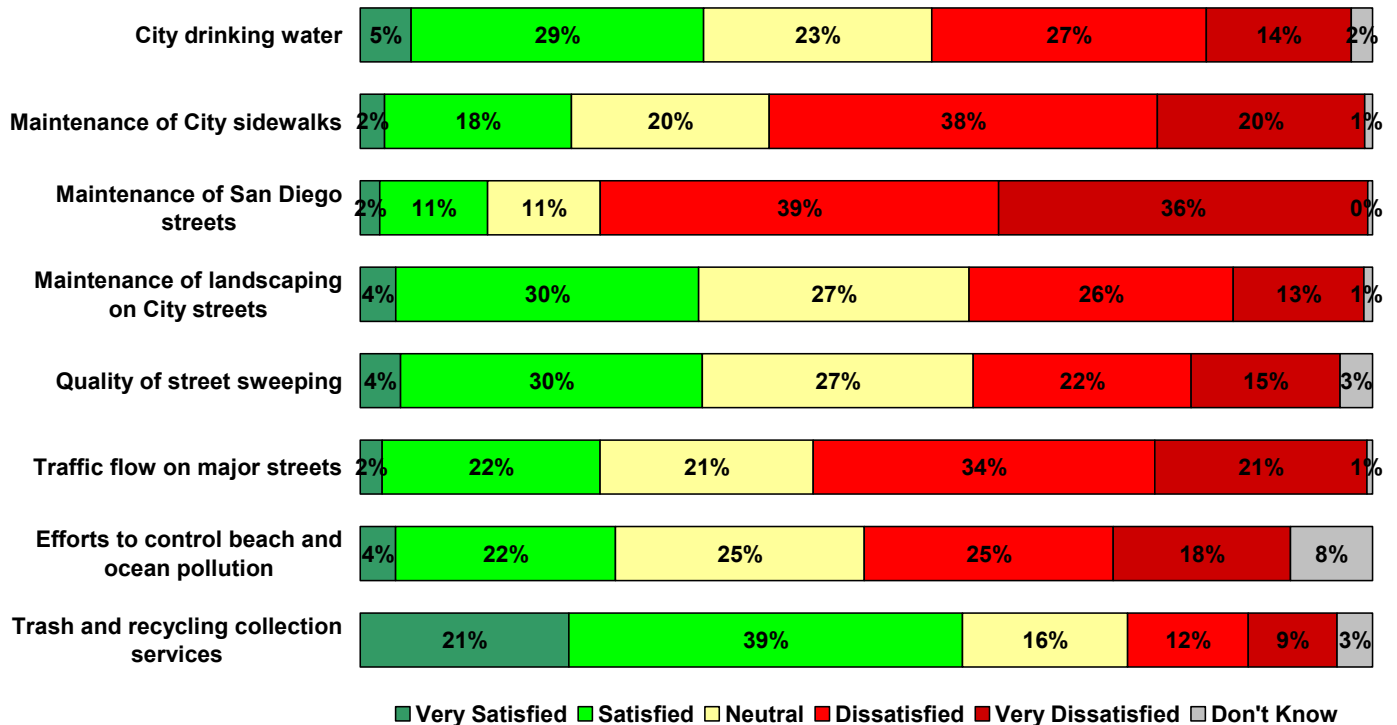
It may be important to note that in three of the eight questions, more people responded “don’t know,” than any other choice. These three areas are “San Diego’s Homeland Security initiatives,” “the City’s emergency preparedness,” and “Family Justice Center services.” Each of these three areas also had a large proportion of “neutral” responses. A large proportion of “don’t know” and “neutral” responses suggest a lack of resident knowledge about these areas.



**Chart 2d. Public Works SERvey Results,
Sorted by Question Order**

The area that was ranked highest in satisfaction among the questions pertaining to Public Works was “Trash and recycling collection services.”

The area that was ranked greatest in dissatisfaction was “Maintenance of San Diego Streets.” This area also had the fewest number of “don’t know” responses, meaning that of the respondents, virtually everyone had an opinion, and that opinion was typically “dissatisfied.”

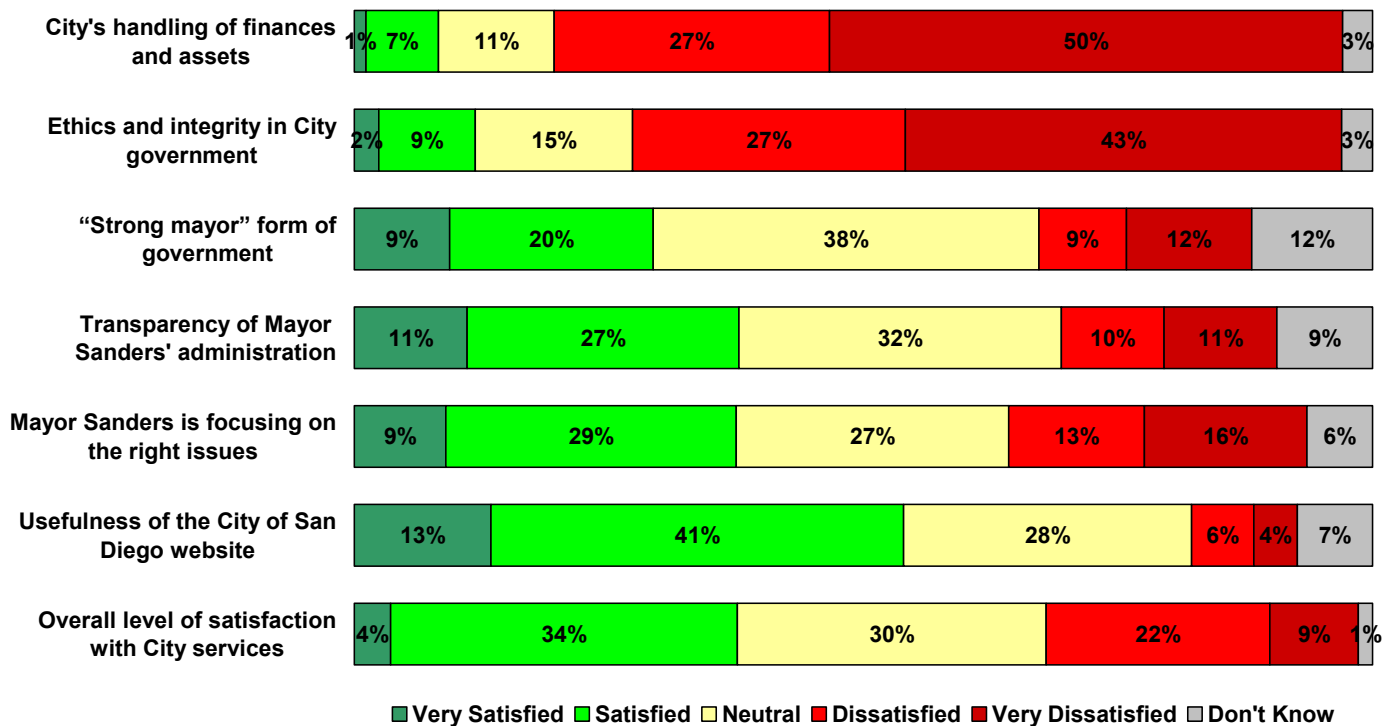


**Chart 2e. Overall City Government SERvey Results,
Sorted by Question Order**

The area that was ranked highest in satisfaction among the questions pertaining to Overall City Government was “Usefulness of the City of San Diego website.” This result is interesting considering that residents were currently accessing the website at the time they completed the survey.

The area that was ranked greatest in dissatisfaction was “City’s handling of finances and assets.”

“Strong mayor” form of government” evoked a proportionately large number of “neutral” responses, suggesting many respondents do not have a strong opinion about the new form of government.



Summary of Results for Chart Group 3, Council District SERvey Results

The results in Chart Group 3 include charts of *On-line Resident SERvey* results for each of the eight City Council districts, plus one chart for San Diego County residents. There were too few “visitor” responses to produce a valid chart, and the data from the group of people that reported they “don’t know” which district they reside in is not useful for comparison, so a chart was not generated for this group either.

The charts in this series are presented without narrative discussion, and are intended to be used in comparison with “*Chart 1a. Overall SERvey Results, Sorted by Question Order.*” It should be stressed that the results of this first *On-line Resident SERvey* have **limited interpretability**, and some correlations that appear meaningful may not be valid. Future SERveys will provide more meaningful results primarily in comparison to the baseline and trends that this and future SERveys will provide.

Chart 3a. Council District 1 Results, Sorted by Question Order

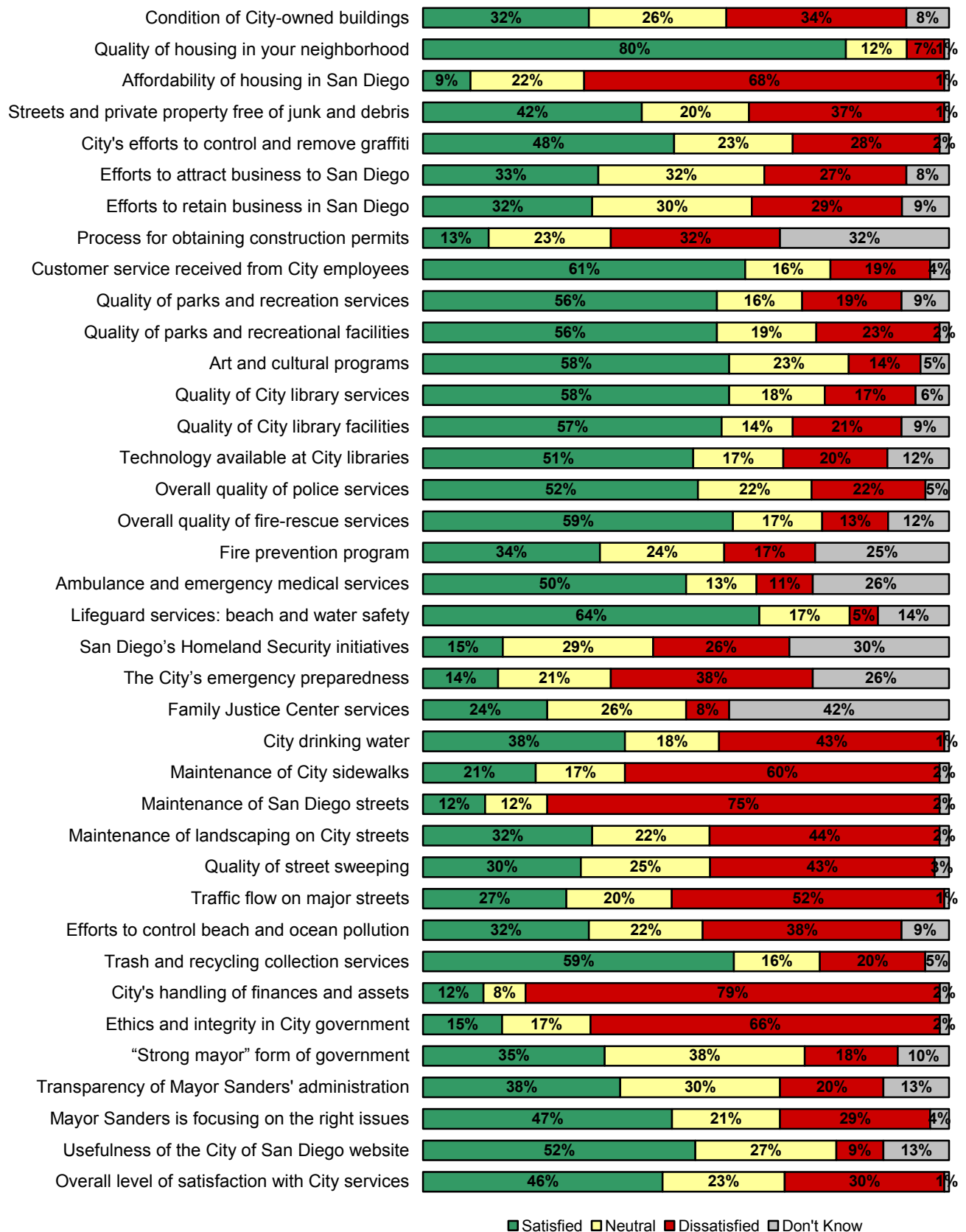


Chart 3b. Council District 2 Results, Sorted by Question Order

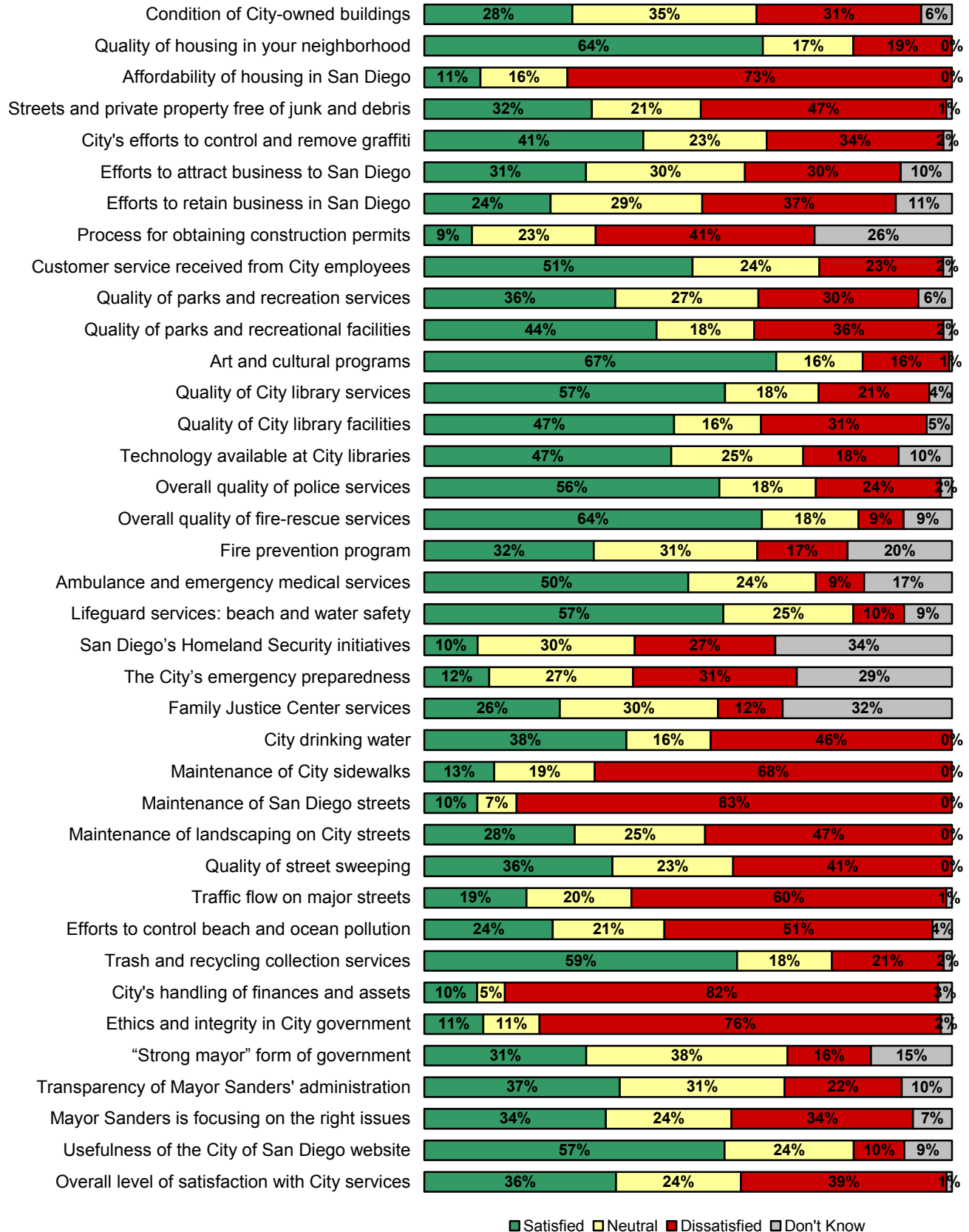


Chart 3c. Council District 3 Results, Sorted by Question Order

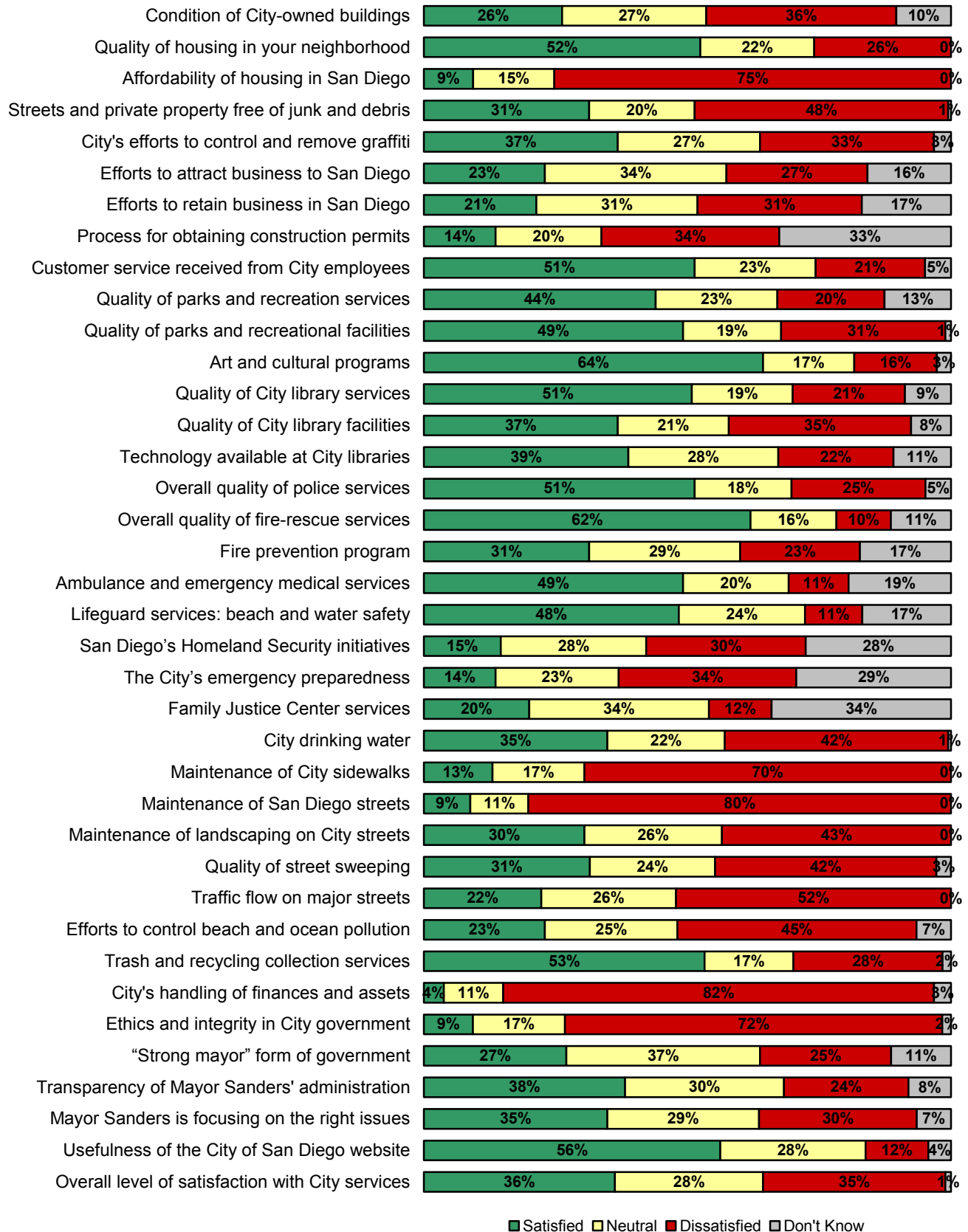


Chart 3d. Council District 4 Results, Sorted by Question Order

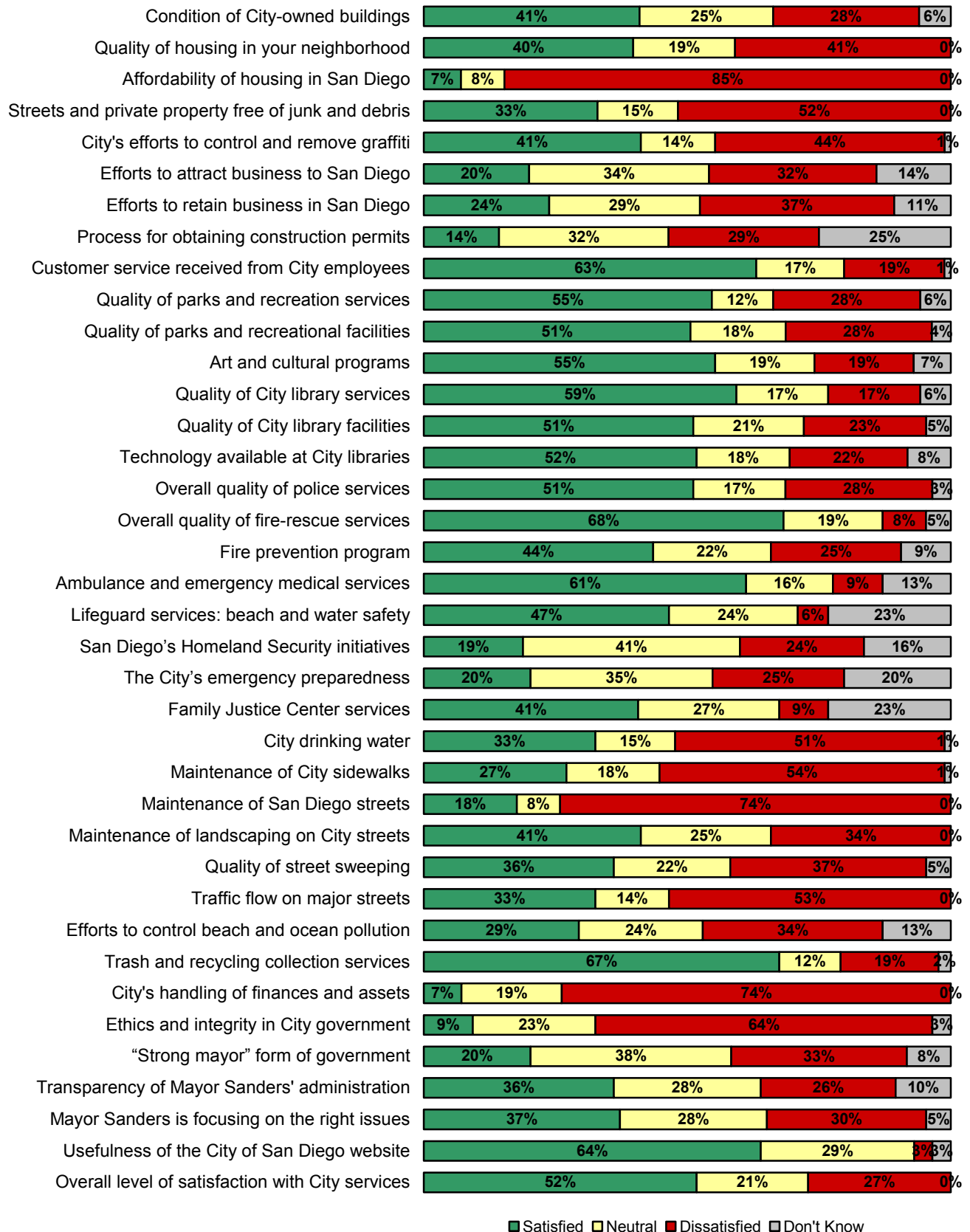


Chart 3e. Council District 5 Results, Sorted by Question Order

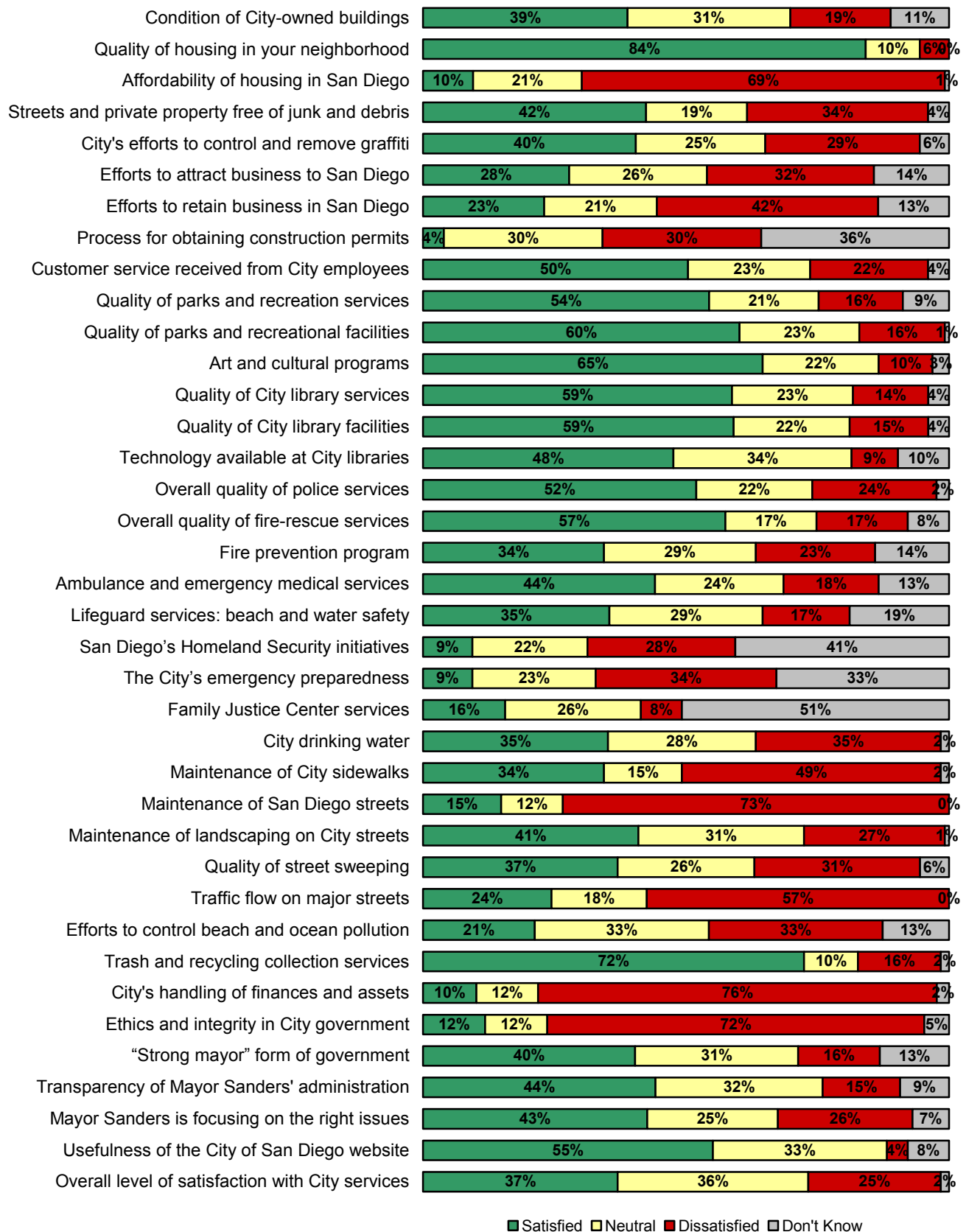


Chart 3f. Council District 6 Results, Sorted by Question Order

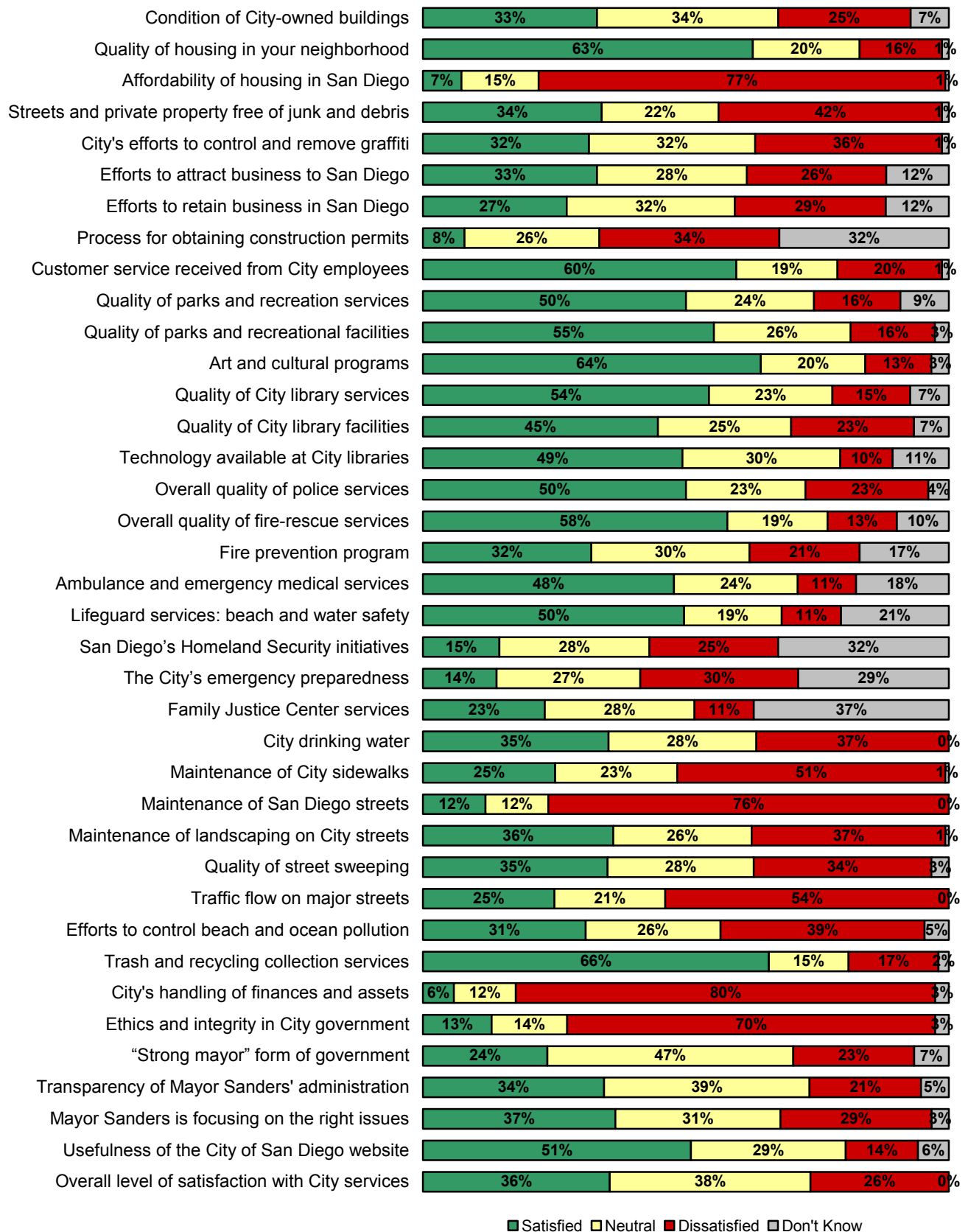


Chart 3g. Council District 7 Results, Sorted by Question Order

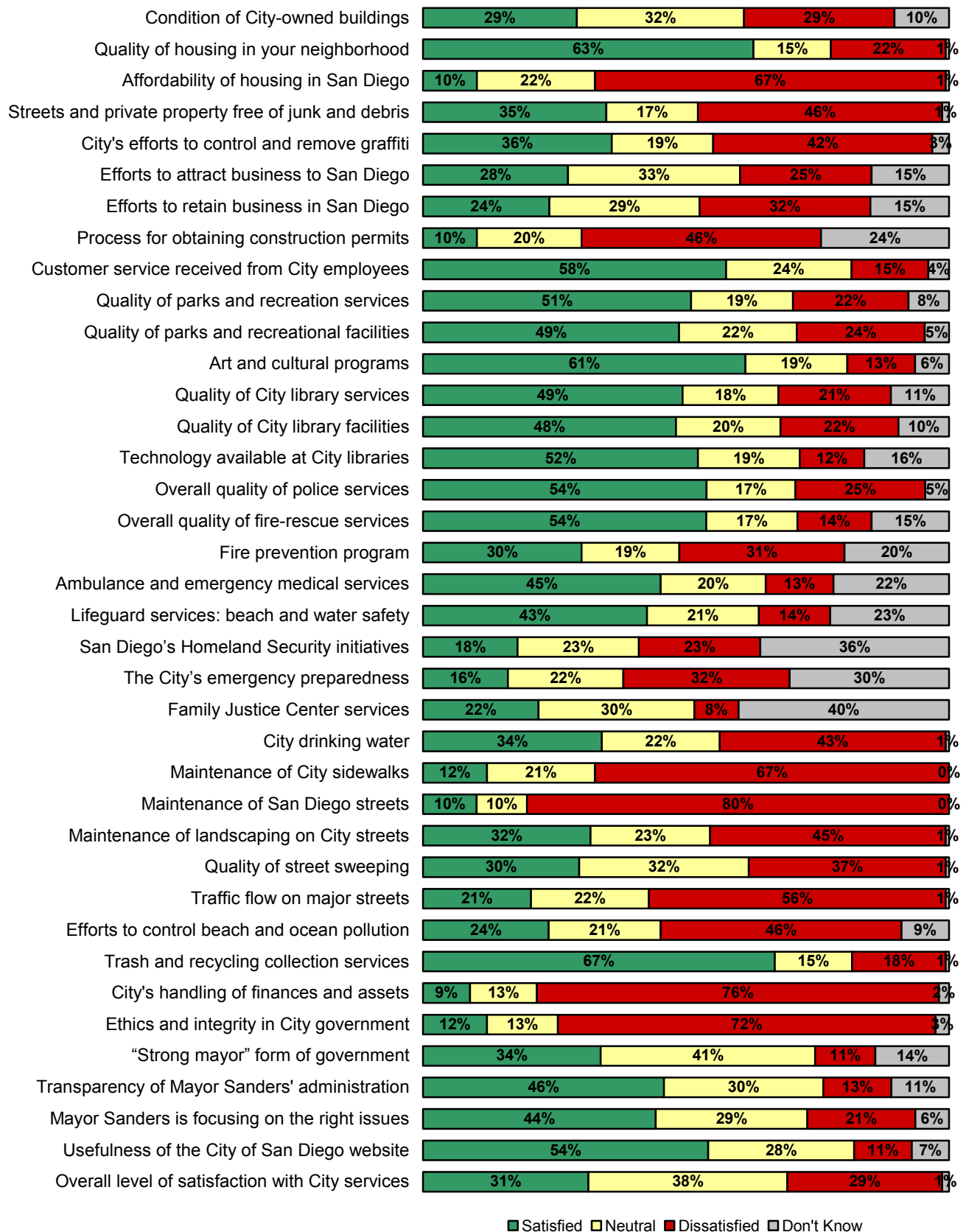


Chart 3h. Council District 8 Results, Sorted by Question Order

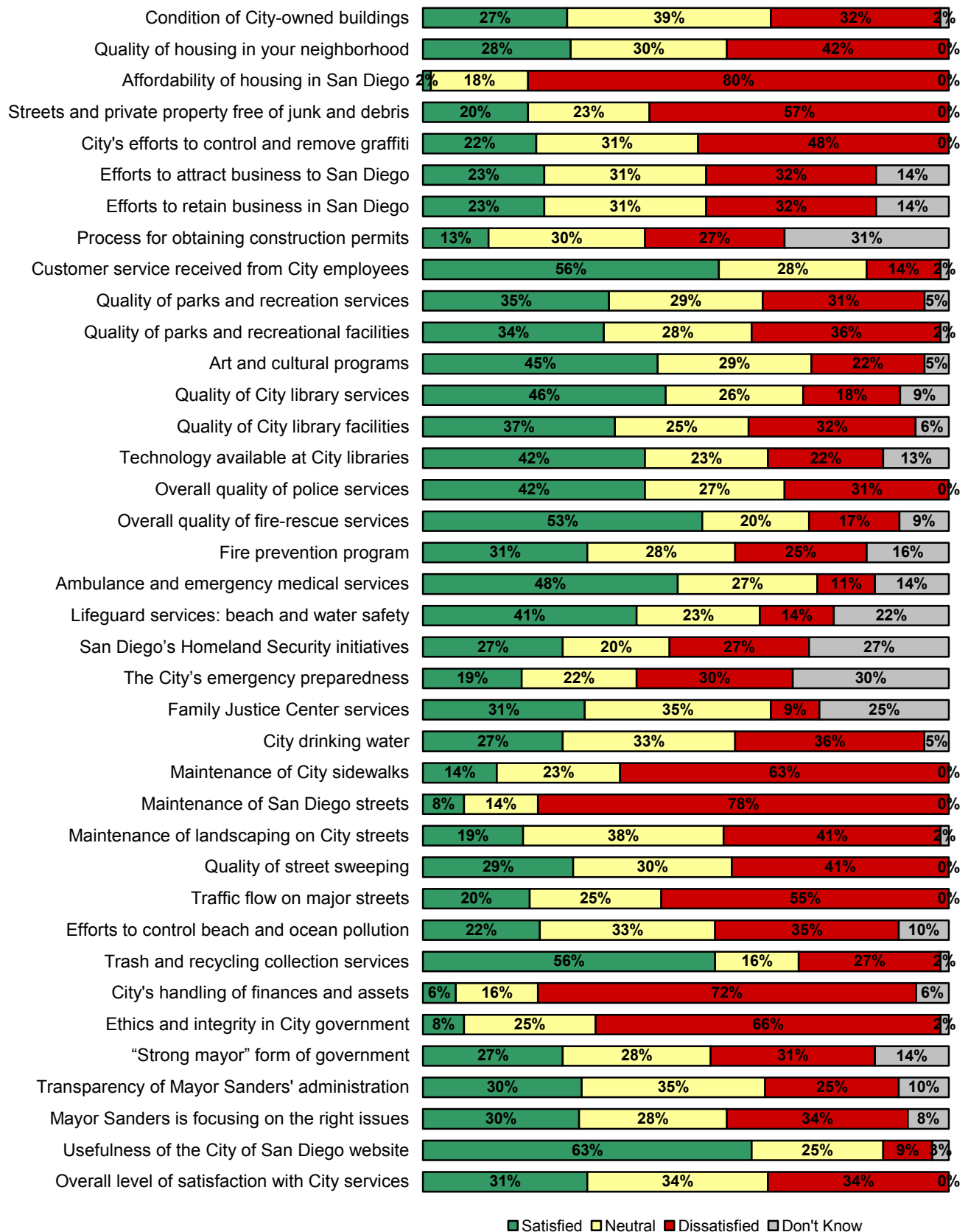
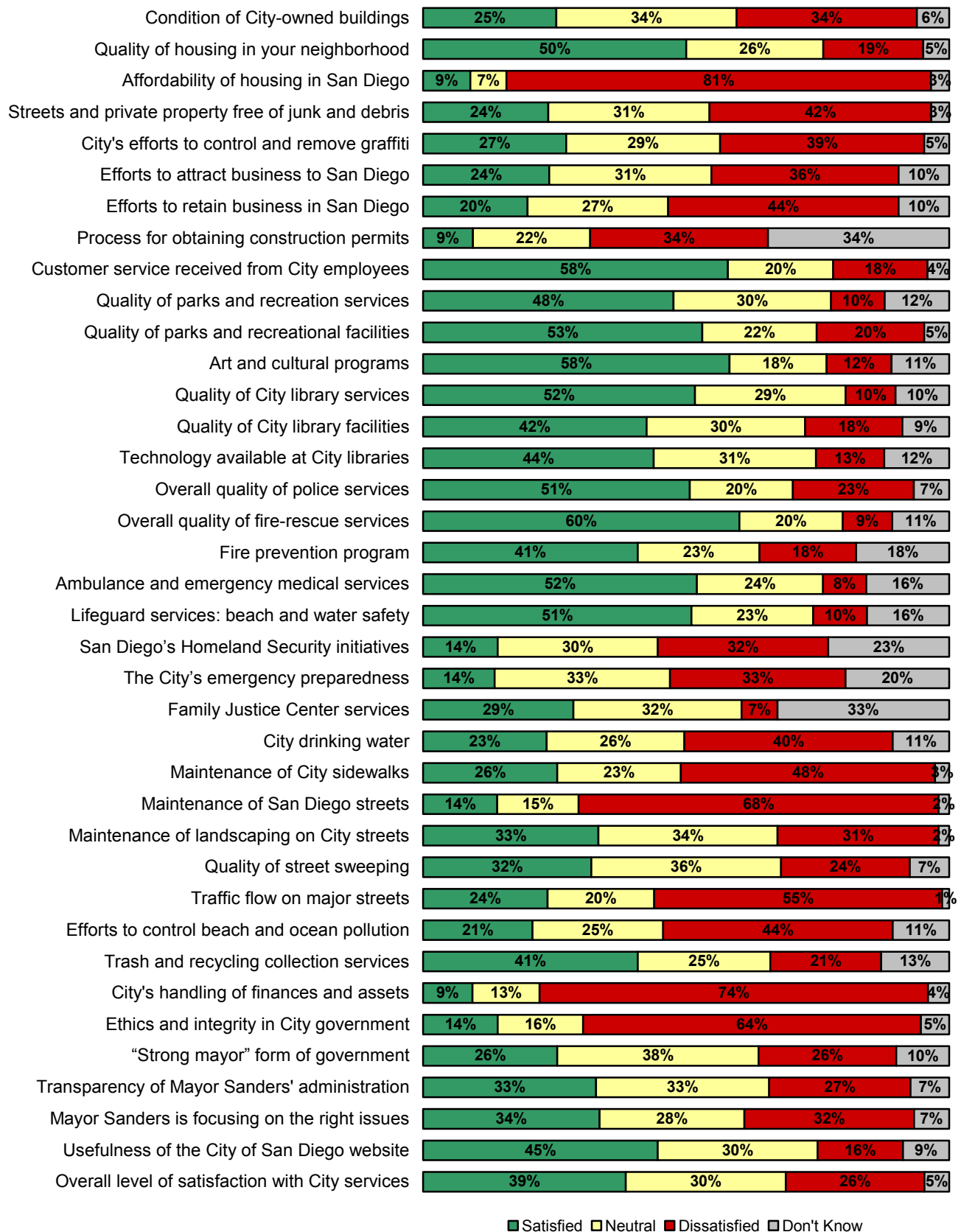


Chart 3i. San Diego County Residents Results, Sorted by Question Order



FUTURE PLANS

The Customer Services Department will also create other vehicles for feedback, as the *On-line Resident SERVey* only reaches residents that have convenient Internet access. The Department will also research posting the survey in additional languages.

The *On-line Resident SERVey* is intended as one of several customer satisfaction indicators that will be incorporated into the City's overall customer service performance measures. While it is a valuable mechanism by which to track changes in satisfaction as expressed by users of the City's website, other tools, such as departmental customer service feedback forms, will be employed to provide City management with a broad assessment of customer services.

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